Mission Thread Workshop (MTW): Preparation and Execution

Software Engineering Institute
Carnegie Mellon University
Pittsburgh, PA 15213

Tim Morrow
Mike Gagliardi
Bill Wood

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Outline

• MTW and our experience base
• Three phases for conducting an MTW
• How MTWs fit into system-of-systems (SoS) architecture development and analysis
Conceptual Flow of the MTW

SoS Drivers and Capabilities → SoS Architecture Plans → SoS Challenges

SoS Challenges impacts distilled into

SoS Quality Attributes

Legacy Systems

OV-1
OV-4
OV-6c

Mission Threads Augmented with Quality Attributes

Architecture Issues

Engineering Issues

Capability Issues
Mission Thread Workshop

Step 1: Present the Business and Mission Drivers
Step 2: Present the Architectural Plan
Step 3: Review the Vignette
Step 4: Augment the Mission Thread
Step 5: Analyze Remaining Mission Threads
Step 6: Discuss Overarching QA Considerations
Step 7: Consider Extensions to Mission Thread
Step 8: Augment the Mission Thread
Step 9: Present Results
### Mission Thread Workshops – Experiences

<table>
<thead>
<tr>
<th>Client</th>
<th>Description</th>
<th>MTWs</th>
<th>Vignettes</th>
<th>Mission Threads</th>
<th>Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>IRAD New Platform/Capability</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>B</td>
<td>New Naval Ship</td>
<td>13</td>
<td>17</td>
<td>37</td>
<td>&gt;200</td>
</tr>
<tr>
<td>C</td>
<td>Battle Command</td>
<td>6</td>
<td>3</td>
<td>4</td>
<td>&gt;100</td>
</tr>
<tr>
<td>D</td>
<td>Maritime Detection</td>
<td>2</td>
<td>4</td>
<td>4</td>
<td>30</td>
</tr>
<tr>
<td>E</td>
<td>NSF</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>15</td>
</tr>
<tr>
<td>F</td>
<td>Air Force Program</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>G</td>
<td>DHS</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>23</td>
</tr>
<tr>
<td>H</td>
<td>Other Govt Agency</td>
<td>1</td>
<td>4</td>
<td>4</td>
<td>12</td>
</tr>
</tbody>
</table>

- Identifies SoS architecture gaps, overlaps, and challenges
- Identifies issues for constituent legacy systems and software architectures
- Overcomes organizational stovepipes and facilitates stakeholder communication
Three Phases of an MTW Engagement

Preparation  Up to 6 weeks
Conduct the Workshop  1–1.5 days
Follow-on  Up to 2 weeks

MTW Timeline
Preparation Phase

• Review the MTW process
• Develop SoS mission and business drivers
• Develop SoS architecture plans
• Develop the vignettes, mission threads, and appropriate quality attributes
• Identify participating stakeholders
• Select MTW team
• Settle on logistics
SoS Mission and Business Drivers and Architecture Plans

Overview presentation of the SoS mission and business drivers
• 1–2 slides on the business drivers; more if agreed it’s needed
• Identify business/programmatic context, high-level functional requirements, high-level constraints, high-level quality attributes, plan for development, and the program’s goals and objectives

Overview presentation of the SoS architecture plans
• 1–2 slides on the vision for the architecture; more if agreed it’s needed
• Identify legacy systems being considered, high-level constraints, high-level quality attributes, and the plan for development
• Visio/PowerPoint

Need to establish the scope of the mission thread analysis effort
• 70–80% functionality
Vignettes
A vignette has two parts:

1. Vignette description
2. Graphical description of the vignette, such as an DoD OV-1 or context diagram.

<table>
<thead>
<tr>
<th>Name of Vignette</th>
<th>Protect Fleet Assets Against Cruise Missile Attacks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vignette (summary description)</td>
<td>Two ships (Alpha and Beta) are assigned to air defense to protect a fleet containing two high-value assets. A surveillance aircraft and four UAVs (two pairs) are assigned to the fleet and controlled by the ships. A pair of UAVs flying as a constellation can provide fire-control quality tracks directly to the two ships. A two-pronged attack on the fleet occurs: - five aircraft-launched missiles from the southeast - three minutes later, seven submarine-launched missiles from the southwest The fleet is protected with no battle damage.</td>
</tr>
<tr>
<td>Nodes/actors</td>
<td>Alpha and Beta ships, two high-value assets, surveillance aircraft, UAVs, missiles</td>
</tr>
<tr>
<td>Assumptions</td>
<td>Sea state is Level 1 Etc.</td>
</tr>
</tbody>
</table>
Example of a Context Diagram for a Wireless Emergency Alerts Message

Citizen calls 911

Emergency Management Organization

First Responders

Local gov't

EAS

Social media

CMSP Gateway

Message Recipient
## Mission Thread Snippet

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
<th>Engineering Considerations, Issues, Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>A large truck carrying pesticide goes through an intersection with a “RED” traffic light and is hit broadside by an SUV. Both vehicles burst into flames.</td>
<td>1.</td>
</tr>
<tr>
<td>2</td>
<td>Several citizens in cars that were approaching the intersection stop and call 911 to report the accident. Others rush to assist the accident victims.</td>
<td>1. 911 call center starts receiving calls but is quickly overwhelmed with the volume 2. Calls start rolling to neighboring 911 call centers 3. Begin initial assessment</td>
</tr>
<tr>
<td>3</td>
<td>Driver from SUV is pulled from vehicle and placed on a nearby lawn.</td>
<td>1. Fire, police, EMS are dispatched to accident 2. No information provided to public yet. (should any be?) 3. A smoke plume begins drifting toward residential area.</td>
</tr>
</tbody>
</table>
# Quality Attributes

<table>
<thead>
<tr>
<th>Quality Attribute</th>
<th>Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance</td>
<td></td>
</tr>
<tr>
<td>Security</td>
<td></td>
</tr>
<tr>
<td>Usability</td>
<td></td>
</tr>
<tr>
<td>Resilience</td>
<td></td>
</tr>
</tbody>
</table>
Wrap-up of Preparation Steps

Identify participating stakeholders
• Need to elicit architectural and engineering considerations for the mission threads
• Experience of stakeholders largely determines quality of the results

Select MTW team
• Consists of three or more people who fill the four MTW roles (lead, facilitator, scribe, and analyst)
• Experienced architects with good facilitation skills and related quality attribute knowledge

Logistics of the MTW
• Room, equipment
Conduct Workshop Phase

- Present the MTW
- Present the business and mission drivers
- Present the architectural plan
- Review the vignette
- Augment the mission thread
- Consider extensions to the mission thread
- Discuss overarching quality attribute considerations
- Analyze remaining mission threads
MTW Agenda

Day 1: XX XXX 2009
08:00–08:15 Welcome/Introductions/Opening Remarks (name, SEI)
08:15–08:30 MTW Overview (SEI)
08:30–08:45 Business Drivers and Quality Attributes (name)
08:45–09:00 Architecture Plan (name)
09:00–09:30 Vignettes and OV-1 Descriptions (name)
09:30–09:45 Break
09:45–12:00 Augmentation of Mission Threads (SEI facilitated)
12:00–13:00 Lunch
13:00–17:00 Augmentation of Mission Threads (SEI facilitated)

Day 2: XX XXX 2009
08:00–12:00 Augmentation of Mission Threads (SEI facilitated)
12:00–13:00 Lunch
13:00–16:30 Augmentation of Mission Threads (SEI facilitated)
16:30–17:00 Summary/Wrap Up
Mission Thread Workshop

- Present the MTW
- Present the Business and Mission Drivers
- Present the Architectural Plan
- Review the Vignette
- Step 1
- Step 2
- Step 3
- Step 4
- Augment the Mission Thread
- Step 5
- Analyze Remaining Mission Threads
- Consider Extensions to Mission Thread
- Discuss Overarching QA Considerations
- Present Results
- Step 6
- Step 7
- Step 8
- Step 9
Follow-On Phase

- Scrub the augmented mission threads
- Reference each comment with a unique identifier
- Produce a group of challenges
- Develop a briefing to summarize the challenges
- Complete the Mission Thread Description Document
Augmented Mission Thread

<table>
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<td>A large truck carrying pesticide goes through an intersection with a “RED” traffic light and is hit broadside by an SUV. Both vehicles burst into flames.</td>
<td>1.</td>
</tr>
</tbody>
</table>
| 2    | Several citizens in cars that were approaching the intersection stop and call 911 to report the accident. Others rush to assist the accident victims. | 1. 911 call center starts receiving calls but is quickly overwhelmed with the volume  
2. Calls start rolling to neighboring 911 call centers  
3. Begin initial assessment |
| 3    | Driver from SUV is pulled from vehicle and placed on a nearby lawn.                              | 1. Fire, police, EMS are dispatched to accident  
2. No information provided to public yet. (should any be?)  
3. A smoke plume begins drifting toward residential area |
# Scrubbed, Augmented Mission Thread

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<tbody>
<tr>
<td>1</td>
<td>A large truck carrying pesticide goes through an intersection with a “RED” traffic light and is hit broadside by an SUV. Both vehicles burst into flames.</td>
<td>MT1-1-1.</td>
</tr>
<tr>
<td>2</td>
<td>Several citizens in cars that were approaching the intersection stop and call 911 to report the accident. Others rush to assist the accident victims.</td>
<td>MT1-2-1. 911 call center starts receiving calls but is quickly overwhelmed with the volume MT1-2-2. Calls start rolling to neighboring 911 call centers MT1-2-3. Begin initial assessment</td>
</tr>
<tr>
<td>3</td>
<td>Driver from SUV is pulled from vehicle and placed on a nearby lawn.</td>
<td>MT1-3-1. Fire, police, EMS are dispatched to accident MT1-3-2. No information provided to public yet MT1-3-3. A smoke plume begins drifting toward residential area.</td>
</tr>
</tbody>
</table>
### Challenge Area Grouping

#### Initial Grouping

<table>
<thead>
<tr>
<th>Category</th>
<th>Mission Thread Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alert severity levels</td>
<td>Assumptions, MT5-10-5</td>
</tr>
<tr>
<td>911 call center overload</td>
<td>MT2-4-1, MT2-4-2, MT4-4-3, MT4-5-4, MT5-9-1, MT5-9-2, MT5-9-14, MT5-10-6, MT5-10-10</td>
</tr>
<tr>
<td>Public education – alert awareness</td>
<td>MT3-4-5, MT4-9-2, MT4-9-16, MT5-11-2, MT5-11-6, MT5-11-11</td>
</tr>
<tr>
<td>Role of a communications manager</td>
<td>MT1-4-7, MT1-9-2, MT1-9-7, MT1-9-8, MT2-10-6, MT2-11-6, MT2-11-11</td>
</tr>
<tr>
<td>Tool features</td>
<td>MT3-4-9, MT5-1-5, MT5-1-11</td>
</tr>
<tr>
<td>Coordination and jurisdiction</td>
<td>MT2-4-11, MT2-5-1, MT4-6-2, MT4-9-5, MT4-11-1</td>
</tr>
<tr>
<td>Future information inputs</td>
<td>MT3-5-3, MT3-9-6, MT3-9-13, MT3-9-16</td>
</tr>
<tr>
<td>Operator training</td>
<td>MT2-9-3, MT2-9-6, MT2-9-16, MT2-10-6</td>
</tr>
<tr>
<td>Mutual aid agreements/awareness</td>
<td>MT1-5-4, MT1-9-5, MT1-9-6, MT1-9-8, MT4-6-3, MT4-6-4</td>
</tr>
<tr>
<td>Operators’ procedures</td>
<td>MT2-4-2, MT2-6-2, MT3-9-1, MT3-9-16, MT4-4-6, MT4-4-10</td>
</tr>
<tr>
<td>Scenario planning</td>
<td>MT1-9-1, MT1-9-9, MT1-9-10, MT3-3-2, MT3-3-9, MT3-3-11</td>
</tr>
<tr>
<td>Public’s expectations</td>
<td>MT1-4-12, MT1-9-2, MT1-9-16, MT1-11-2, MT1-11-6</td>
</tr>
<tr>
<td>When to send an alert</td>
<td>MT1-4-3, MT2-6-2, MT2-6-3, MT2-6-4, MT3-9-7, MT4-2-4, MT4-3-5</td>
</tr>
<tr>
<td>Communication channels</td>
<td>MT1-4-1, MT1-4-10, MT3-5-3, MT3-6-2, MT4-9-1, MT4-9-2, MT5-3-6</td>
</tr>
<tr>
<td>Security</td>
<td>Sec-2, Sec-4, Sec-5</td>
</tr>
</tbody>
</table>

#### Challenge Areas

<table>
<thead>
<tr>
<th>Category</th>
<th>Mission Thread Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alert severity levels/When to send an alert</td>
<td>Assumptions, MT5-10-5, MT1-4-3, MT2-6-2, MT2-6-3, MT2-6-4, MT3-9-7, MT4-2-4, MT4-3-5</td>
</tr>
<tr>
<td>Tool features/Future information inputs</td>
<td>MT3-4-9, MT5-1-5, MT5-1-11, MT3-5-3, MT3-9-6, MT3-9-13, MT3-9-16</td>
</tr>
<tr>
<td>Coordination and jurisdiction/Mutual aid agreements/Awareness</td>
<td>MT2-4-11, MT2-5-1, MT4-6-2, MT4-9-5, MT4-11-1, MT1-5-4, MT1-9-5, MT1-9-6, MT1-9-8, MT4-6-3, MT4-6-4</td>
</tr>
<tr>
<td>Operators’ procedures/Operator training</td>
<td>MT2-4-2, MT2-6-2, MT3-9-1, MT3-9-16, MT4-4-6, MT4-4-10, MT2-9-3, MT2-9-6, MT2-9-16, MT2-10-6</td>
</tr>
<tr>
<td>Scenario planning/911 call center overload</td>
<td>MT1-9-1, MT1-9-9, MT1-9-10, MT3-3-2, MT3-3-9, MT3-3-11, MT2-4-1, MT2-4-2, MT4-4-3, MT4-5-4, MT5-9-1, MT5-9-2, MT5-9-14, MT5-10-6, MT5-10-10</td>
</tr>
<tr>
<td>Public’s expectations/Public education – alert awareness/Role of a communications manager</td>
<td>MT1-4-12, MT1-9-2, MT1-9-16, MT1-11-2, MT1-11-6, MT3-4-5, MT4-9-2, MT4-9-16, MT5-11-2, MT5-11-6, MT5-11-11, MT1-4-7, MT1-9-2, MT1-9-7, MT1-9-8, MT2-10-6, MT2-11-6, MT2-11-11</td>
</tr>
<tr>
<td>Communication channels</td>
<td>MT1-4-1, MT1-4-10, MT3-5-3, MT3-6-2, MT4-9-1, MT4-9-2, MT5-3-6</td>
</tr>
<tr>
<td>Security</td>
<td>Sec-2, Sec-4, Sec-5</td>
</tr>
</tbody>
</table>
Example of a Challenge

Challenge: What civil emergencies are worthy of a WEA message?

Category grouping: Operational procedures, governance

Supporting info
- MT5-10-5
- MT2-6-2, MT2-6-3, MT2-6-4
- MT4-3-5

Recommendations
- Continue to identify and develop civil emergency scenarios that can be discussed with first responders and partnering communities to develop a consistent approach for determining when to issue WEA messages.
- Continue to host meetings with NWS, FEMA, DHS, and the state to share information about when it is appropriate to send a WEA message.
Contents of the Mission Thread Description Document

Inputs
• Presentations
  – MTW process
  – Business and architecture drivers and plans
• Tailored vignette(s) and mission threads

Outputs
• Mission threads augmented with quality attributes
• Analysis methods
• Challenges
How MTWs Fit into SoS Architecture Development and Analysis

Mission Threads

- Vignettes
- Mission Threads
- SoS Architecture Plans

SoS Mission and Business Drivers

Mission Threads Augmented with Quality Attributes

SoS Architecture Challenges

MTW: Preparation and Execution
Tim Morrow, May 2, 2013
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Overview

Architecture Challenge
Workshops and
Legacy Arch
Evals

Mission Threads Augmented
with Quality Attributes
SoS Architecture Challenges

SoS Mission and
Business Drivers

Vignettes
Mission Threads
SoS Architecture Plans
Overview

Architecture Challenge Workshops and Legacy Arch Evals

Mission Threads Augmented with Quality Attributes SoS Architecture Challenges

SoS Mission and Business Drivers

SoS Architecture Evaluations

SoS Architecture System Architectures

Mission Thread Workshops

SoS System Architecture(s) Acquisition and Development

Vignettes
Mission Threads
SoS Architecture Plans
Overview

Mission Threads
SoS Architecture Plans

Vignettes

Mission Threads Augmented with Quality Attributes
SoS Architecture Challenges

Architecture Challenge Workshops and Legacy Arch Evals

SoS Architecture Evaluations

SoS Mission and Business Drivers

SoS Architecture System Architectures

System and Software Architectures Risks

SoS Architecture Risks

System and Software Architectures

SoS System Architecture(s) Acquisition and Development

Architecture Challenge Workshops and Legacy Arch Evals

Mission Threads Augmented with Quality Attributes
SoS Architecture Challenges

SoS Architecture Evaluations

SoS Mission and Business Drivers

SoS Architecture System Architectures

System and Software Architectures Risks

SoS Architecture Risks

System and Software Architectures

SoS System Architecture(s) Acquisition and Development
backup
SoS Architecture Quality Attribute Specification and Evaluation Approach

- Early elicitation of quality attribute considerations
- Early identification and addressing of architecture challenges
- Early identification and mitigation of architectural risks
Contact Information

Tim Morrow
Senior Member of the Technical Staff
Software Solutions Division
Email: tbm@sei.cmu.edu

Web
www.sei.cmu.edu/architecture
www.sei.cmu.edu/contact.cfm

U.S. Mail
Software Engineering Institute
Customer Relations
4500 Fifth Avenue
Pittsburgh, PA 15213-2612
USA

Customer Relations
Email: info@sei.cmu.edu
Telephone: +1 412-268-5800
SEI Phone: +1 412-268-5800
SEI Fax: +1 412-268-6257